



**STRATEGY
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DOCTRINE FOR ARSOTF OPERATIONS

BY

**LIEUTENANT COLONEL PATRICK M. HIGGINS
United States Army**

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USAWC STRATEGY RESEARCH PROJECT

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ABSTRACT

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Integral to the command and control of Army Special Operations Forces in Theater is the establishment of an Army Special Operations Forces Task Force (ARSOTF). Per FM 100-25 "Doctrine for Army Special Operations Forces," an ARSOTF is "a temporary or semi-permanent grouping of ARSOF units under one commander, formed to carry out a specific operation or a continuing mission. The ARSOTF headquarters performs functions similar to a combined arms headquarters." ARSOTFs can operate independently or as the Army component of a Joint Special Operations Command (SOC) in theater. In either case, ARSOTFs become responsible for the administration, command and control, and logistical support of assigned ARSOF units. Usually the nucleus of an ARSOTF is a group or regimental level headquarters. ARSOTFs can be formed as appropriate for peacetime engagement missions, MOOTW or war.

The ARSOTF concept is not new, and their use has been around for some time. However there is currently no standard doctrinal reference to guide their organization and activities beyond brief paragraph entries in FM 100-25 "Doctrine for Army Special Operations Forces" and Joint Pub 3-05 "Doctrine for Joint Special Operations Forces." As a result, ARSOTF procedures tend to be non-standard, mentioned perhaps in the odd chapter of local unit field SOPs, which, naturally, can be expected to vary from unit to unit.

The intent of this paper is to fill this doctrinal void concerning the procedures for the establishment and operation of an Army Special Operations Task Force in theater. It will recommend organizational principles, delineate key functions and responsibilities, and set forth guidelines for command and control, planning, operations, and logistics. The format and contents of this SRP are designed to be consistent with, and complementary to, current joint and Army doctrine.

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DOCTRINE FOR ARSOTF OPERATIONS

CHAPTER 1 - INTRODUCTION TO THE ARSOTF

GENERAL

Integral to the command and control of Army Special Operations Forces in Theater is the establishment of an Army Special Operations Forces Task Force (ARSOTF). Per FM 100-25, "Doctrine for Army Special Operations Forces," an ARSOTF is "a temporary or semi-permanent grouping of ARSOF units under one commander, formed to carry out a specific operation or a continuing mission. The ARSOTF headquarters performs functions similar to a combined arms headquarters."¹ ARSOTFs operate under the control of a Theater Joint Special Operations Command (SOC). ARSOTFs are responsible for the administration, command and control, and logistical support of assigned ARSOF units. ARSOTFs can be formed as appropriate for peacetime engagement missions, MOOTW or war.

The ARSOTF concept is not new, and their use has been around for some time. However, there is currently no standard doctrinal reference to guide their organization and activities beyond brief paragraph entries in FM 100-25 "Doctrine for Army Special Operations Forces" and Joint Pub 3-05 "Doctrine for Joint Special Operations Forces."² As a result, ARSOTF procedures tend to be non-standard, mentioned perhaps in the odd chapter of local unit field SOPs, which, naturally, can be expected to vary from unit to unit.

The intent of this paper is to fill this doctrinal void concerning the procedures for the establishment and operation of an Army Special Operations Task Force in theater. It will recommend organizational principles, delineate key functions and responsibilities, and set forth guidelines for command and control, planning, operations, and logistics. The format and contents of this SRP are designed to be consistent with, and complementary to, current joint and Army doctrine.

ARSOTF COMMAND RELATIONSHIPS

Like all true task forces, an ARSOTF is tailored, and/or augmented as appropriate to the size, scope, and duration of Special Operations in theater. ARSOTF organization, staffing and functions may differ depending on the number and types of ARSOF units assigned and their size and capacity for self-sufficiency. Additionally, the type of SOF C2 in theater impacts directly on the range of ARSOTF C2 responsibilities.

Usually the nucleus of an ARSOTF is a group or regimental level Army Special Operations unit headquarters. Battalion level organizations may function as ARSOTFs.

However, because units at battalion level may not have the requisite communications, command and control infrastructure, or necessary staff planning ability, they must be augmented to function effectively as an ARSOTF headquarters.

The organization that doctrinally controls the operational employment of SOF in theater is a Theater Joint Special Operations Command (SOC). The SOC is the focal point for the integration of all Special Operations in Theater for peacetime engagement, during crises, or in time of war. During large scale contingencies or MTW, the SOC will normally deploy, in which case it function as a Joint Special Operations Component Command (JSOCC.) In this case, the JSOCC is responsible for the integration of all Joint SOF Operations into the Theater Campaign Plan. The JSOCC may itself fill the role of a Joint Special Operations Task Force, (JSOTF) and/or have any number of subordinate JSOTFs, and/or ARSOTFs widely dispersed throughout the AOR to command and control Special Operations.⁴ In this case the ARSOTF will fall under the JSOCC directly, or under another JSOTF subordinate to the JSOCC. Because the SOC is primarily a command and control headquarters, it has a limited capability for self sustainment when deployed. It is therefore not uncommon for Army personnel assigned to the SOC to receive direct admin log support from the ARSOTF. Indeed, because SOC's do not have a robust capability for quartering and messing, it is entirely possible they may collocate with the ARSOTF to tap into these support functions.

JFSOCC - C2 RELATIONSHIPS

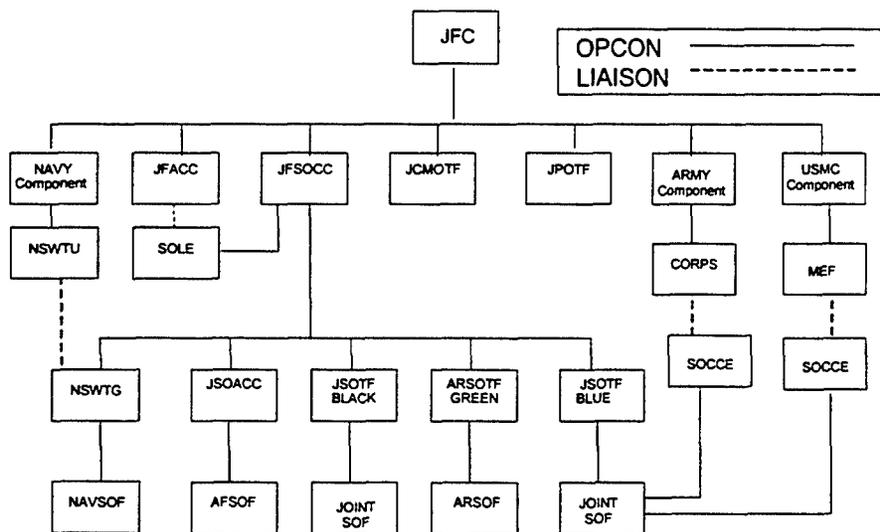


FIGURE 1 EXAMPLE DIAGRAM SHOWING MTW WITH JFSOCC, JSOTFS, ETC.³

During smaller scale contingencies the SOC may remain in CONUS and exercise command and control through a deployed headquarters that it designates as a JSOTF in theater. "A JSOTF is a temporary joint SOF headquarters established to control SOF of more than one service in a specific theater of operations or to accomplish a specific mission."⁵ This JSOTF could be a forward deployed element of the SOC, or a Regimental/Group headquarters drawn from Special Operations units in any of the services. In this case the ARSOTF will come directly under the control of the JSOTF.

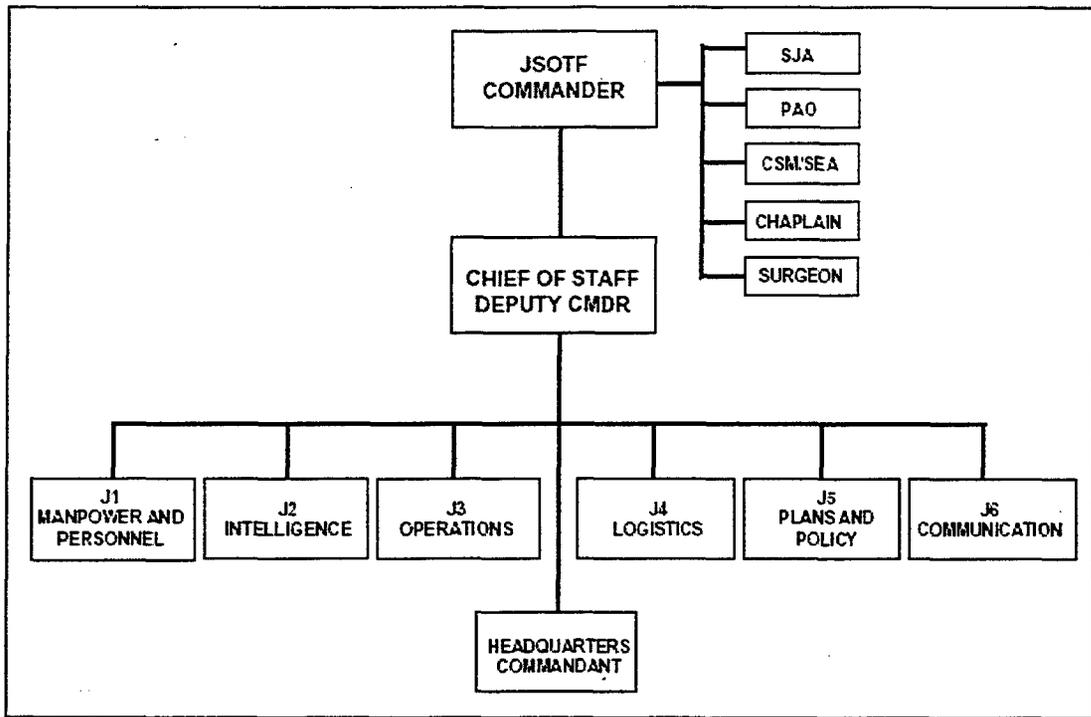


FIGURE 2 EXAMPLE JSOTF ORGANIZATION CHART⁶

During peacetime engagement missions, the SOC may neither deploy, nor designate a JSOTF in Theater. In this case, the SOC may exercise command and control from its base location directly to the ARSOTF in theater.

CHAPTER 2 – ARSOTF ORGANIZATION AND STAFFING

GENERAL

There are no standing ARSOTFs. Accordingly, an ARSOTF is created using the command and staff structure of an existing Regimental or Battalion TO&E Army Special Operations unit. At a minimum, an ARSOTF is organized into a Command Group, an Operations Center (OPCEN), a Signal Center (SIGCEN), a Support Center (SUPCEN), a Base

Defense Operations Center (BDOC), and subordinate commands/units.⁷ Subordinate units might be OPCON directly to the ARSOTF, or OPCON to another headquarters, but be ADCON under and located at the ARSOTF base site for administrative and logistical support. The addition of ARSOF elements from other nations makes it a Combined ARSOTF (C/ARSOTF). (See Chapter 7 for Command and Control options for C/ARSOTFs.)

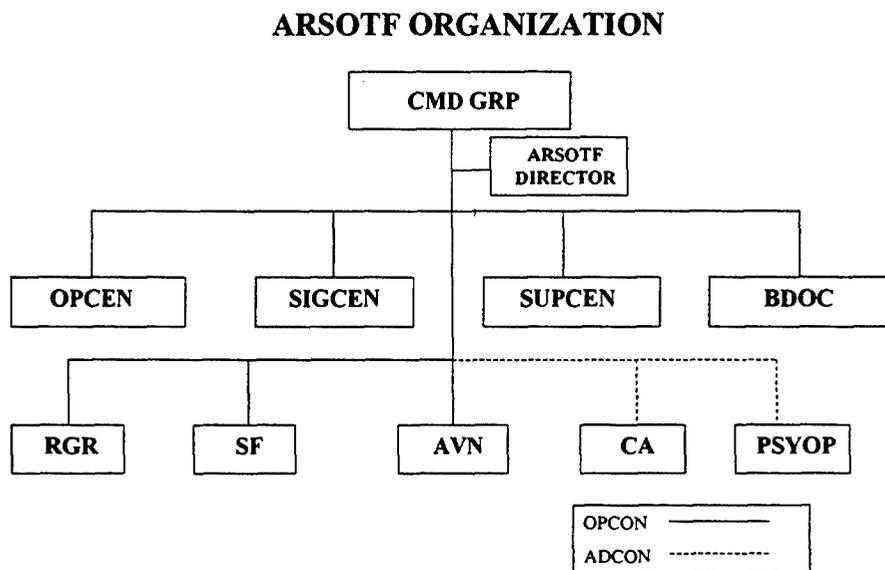


FIGURE 3 ARSOTF ORGANIZATION

ARSOTF ORGANIZATION

ARSOTF Headquarters.⁸

Normally made up of a command element and staff, the HQ provides overall operational control and direction of the ARSOTF and its component commands.

Command Group.

The command element consists of the ARSOTF Commander, the ARSOTF CSM and any additional personnel, such as drivers, so designated. The ARSOTF Commander has overall responsibility for the ARSOTF mission.

ARSOTF Staff.

The purpose of the ARSOTF staff is to assist the ARSOTF Commander in the command and control of the ARSOTF. The staff provides the commander with sound and timely information and recommendations for him to base his decisions, and promulgate his orders and

directives to subordinate units. The staff is responsible for the conduct of day to day routine operations in the ARSOTF. The ARSOTF Commander exercises command and control of the ARSOTF's subordinate units through the OPCEN Director, but the task of ensuring that the other centers are in synchronous orbit with the OPCEN is that of the ARSOTF Director. The ARSOTF director serves in the capacity of "Chief of Staff", and his duties include coordination among centers, principally the SIGCEN, SUPCEN and BDOC. The director is a key figure in ensuring the smooth and seamless function of all the centers. It is his job to establish the battle rhythm of the staff, as well as to schedule and supervise commander's updates, the various staff meetings and VIP visits. He is also second in command, and is prepared to assume command of the ARSOTF as required.

The Operations Center is managed by a Director who is normally the Group or Regimental S-3. He in turn manages the OPCEN through a headquarters, which executes the OPCEN's normal staff functions and manages the ARSOTF's battle rhythm. The OPCEN headquarters must include representatives from the Group/Regimental S-1, S-2, S-3, S-4, and Signal Section. The OPCEN will likely contain a SCIF (Special Compartmented Information Facility) and may contain other compartmented cells for the purpose of coordinating operations that fall under compartmented activities which require a higher level of classification or special access.

The Support Center is managed by a Director who is normally the Group or Regimental Support Company Commander. He in turn manages the SUPCEN through his Support Company Staff, which executes the day to day support requirements of the ARSOTF. The Support Center Director is usually also assisted by the Group/Regimental S-1, S-4, and Medical Sections as required.

The Signal Center is managed by a director who is normally the Group or Regimental Signal Section/Detachment Commander. He in turn manages the SIGCEN through his Signal Detachment Staff, which executes the day to day communications requirements of the ARSOTF.

The Base Defense Operations Center (BDOC) is established to coordinate and control defense operations for the ARSOTF base and its satellite base locations. The ARSOTF Commander may designate the Group or Regimental Support Company Commander or XO, or some other Company Commander, to be the BDOC Director. Once assigned, the BDOC Director's entire focus is on force protection issues and must not be diffused by being dual-hatted in another area.

CHAPTER 3 – ARSOTF COMMAND, CONTROL AND OPERATIONS

The ARSOTF Commander exercises command and control primarily through the Operations and Signal Centers. The ARSOTF Director assists the commander by ensuring proper C2 interface between the OPCEN and SIGCEN, and by ensuring proper coordination among all elements of the ARSOTF.

OPCEN⁹

The Operations Center is the heart of the ARSOTF. It is the fusion point of all command and control, intelligence analysis and production, operational planning, training management, and battle tracking of deployed elements. The OPCEN coordinates closely with the other ARSOTF Centers to ensure seamless support to ARSOTF Operations. It coordinates and conducts liaison with higher, lower, and adjacent units and headquarters, host nation and coalition units and other governmental and non-governmental agencies as required. The OPCEN provides the Commander with timely, relevant information, promulgates his orders and directives, and coordinates resources to support ARSOTF training and operations.

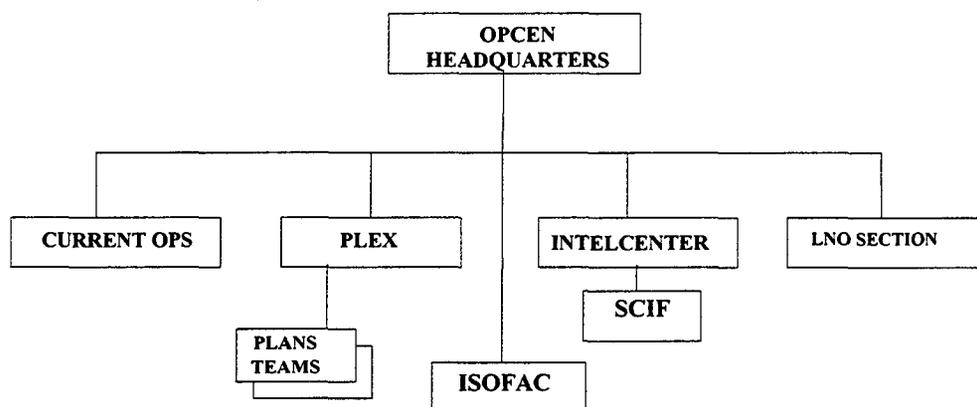
The OPCEN's basic functions include:

- The staff supervision of mission planning, preparation and execution by ARSOTF units.
- The preparation of estimates, concepts, orders and other operational staff products as required.
- The preparation and submission of reports and requests to the JSOTF.
- The supervision of all operational briefings, to include commander's updates, unit pre-mission and post mission briefs, and other special briefings as required.
- The management of training plans, schedules and support for non-deployed ARSOTF units.

OPCEN Organization.

The OPCEN is organized to provide continuous operations over an extended period of time. The organization may vary based upon the nature, amount, duration and scope of operational taskings from the JSOTF, personnel, administrative and logistical constraints, communications capabilities, the number and type of ARSOTF units employed, and host nation and coalition participation.

OPCEN ORGANIZATION



The OPCEN consists of the following elements:

Intelligence Section.¹⁰

The Intelligence Section (or Center) is responsible for the full range of intelligence collection, analysis, production and dissemination tasks. The section is led by the Regimental S-2 and keeps the ARSOTF Commander and his Staff fully advised on all intelligence and security matters related to ARSOTF operations. Intelligence Section tasks include physical security measures, operation of the SCIF and maintenance of SCI communications, counter-intelligence, OPSEC measures, and the establishment of access badges, rosters and control measures in coordination with the BDOC. The Intelligence section works closely with the Current Operations and Plans and Future Operations Sections in the OPCEN to ensure timely intelligence interface and develop, and maintain situation maps, IPB products, intelligence annexes, estimates, and other like products. It responds to Requests for Information (RFIs) from higher, lower and adjacent units, and produces intelligence summaries and reports. Additionally, the Intelligence Section controls maps and "terra-base" software products and contains the Staff Weather Section that provides weather data support to the ARSOTF.

Current Operations Section.¹¹

The primary function of the Current Operations Section is battle tracking all deployed ARSOTF elements and providing up to date unit status and situation reports. It serves as the focal point for the management of air and ground movements, and coordinates normal day to day training schedules and manages ranges, training areas, drop zones, and training

ammunition allocations. Additionally it controls the flow of message traffic in and out of the OPCEN to include the promulgation of orders and taskings.

Plans and Exercises Section (PLEX).¹²

The PLEX has responsibility for the planning and coordination of all future operations and exercises. The PLEX maintains and reviews standing OPLANs and CONPLANs, and upon receipt of mission tasking from the JSOTF, is responsible for the conduct of the Military Decision Making Process from mission analysis through orders production. For this purpose the PLEX must include personnel representation from the S-1, S-2, S-4, and LNOs. It must be task organized as needed to be capable of handling simultaneous planning for multiple mission requirements.

Liaison Section.¹³

Consists of Liaison officers that provide direct liaison support to and from other headquarters, units and agencies of direct interest to the ARSOTF. Usually led by the most senior LNO, or other officer as designated by the OPCEN Director. The LNOs of this section are of vital importance in keeping the ARSOTF apprised of the plans and intentions of their respective units. Additionally, this section administratively controls those LNOs provided by the ARSOTF to other headquarters. The Liaison Section is normally colocated with current ops, and provides interface as needed with the PLEX for future plans that involve coordination with higher and lower headquarters.

Isolation Facility (ISOFAC) (If required).¹⁴

Certain ARSOF units, such as Army Special Forces, require the use of an Isolation Facility to provide a secure area to plan and prepare their detachments for deployment into the Joint Special Operations Area. When required, the ARSOTF creates an ISOFAC as a separate, limited-access, internally-compartmented facility to serve this purpose. An ISOFAC Director, (normally a company commander) who is under the staff supervision and control of the OPCEN Director, manages the ISOFAC. The ISOFAC may require a large area as it includes complete facilities for billeting, messing, latrine and work space, and briefing areas for isolated detachments. It is sub-compartmented so that detachments in isolation have no contact with those outside the ISOFAC, or with other isolated detachments within the ISOFAC, except by means of "Area Specialist Teams (ASTs.)" The ASTs work under the supervision of the ISOFAC Director, and serve as cutouts between the isolated detachments and the support they

require from the ARSOTF for subsistence and mission planning and preparation. Because the ISOFAC must be physically sealed off, with its own controlled access points, it is in essence a separate compound within the ARSOTF.

SIGCEN¹⁵

The Signal Center operates and maintains reliable, secure communications between the ARSOTF and the JSOTF (or other higher headquarters,) and between the ARSOTF and its subordinate units deployed throughout the Joint Special Operations Area. The SIGCEN is normally made up of the Regimental Signal Staff, which supervises the center and handles administrative functions, and the Regimental Signal Detachment, which provides the personnel and equipment for 24-hour ARSOTF communications support. The SIGCEN designs a communications package based on the available assets, types of US and coalition units employed, the EW threat, and mission parameters, that best suits the needs of the ARSOTF. It must be prepared to function in a US unilateral, joint and/or combined communications environment. In the latter case, the SIGCEN must be prepared to integrate augmentation packages from the Joint Communications Support Element (JCSE) or the 112th Signal Battalion. (See Chapter 5 for a detailed description of the organization and capabilities of the 112th Signal BN.) Staff planners must ensure the SIGCEN is located as close as possible to the Operations Center to speed coordination of time sensitive messages and provide for OPSEC.

The SIGCEN's standard tasks include:¹⁶

- Install, operate, and maintain a High Frequency (HF) Automatic Link Establishment (ALE) communications system in support of deployed elements.
- Install, operate, and maintain a secure single channel wideband and narrowband satellite radio system to support deployed elements and communicate with higher and adjacent units utilizing data via the Compact Data Controller (CDC) or KL-43. Further capabilities include, but should not be limited to, INMARSAT telephone and cellular phone capabilities.
- Install, operate, and maintain a Battalion HF Guard Net for contingency/emergency communications to support deployed units.
- Install, operate, and maintain a switchboard system for internal ARSOTF communications, and if possible, tie into commercial and DSN telephone networks.
- Provide direct support maintenance for ARSOTF communications and electronics equipment, and evacuate equipment requiring higher level maintenance.

- Provide COMSEC support to all elements within the ARSOTF and to attached units as necessary.
- Establish communications networks such as the SIPRNET/NIPRNET utilizing the tactical LAN.
- Install, operate, and maintain a Telecommunications Center (TCC) to receive, send, or pass record communications within or outside the ARSOTF.

CHAPTER 4 - ARSOTF SUPPORT

The focal point for all administrative, personnel, supply, transportation, medical and morale and welfare services for the ARSOTF is the Support Center.¹⁷ The nucleus of the Support Center is the Regimental Support Company. It is augmented as required by the PAC, medical section, and various service detachments. Because larger ARSOTFs require a more robust infrastructure than is contained in most Group or Regimental sized units, augmentation from units of the Special Operations Support Command (SOSCOM) may be required. A detailed description of the organization and capabilities of SOSCOM is contained in Chapter 5.

The Support Center is under the control of the SUPCEN Director. In cases involving a smaller ARSOTF, this is usually the Regimental or Group Support Company Commander. In cases involving larger ARSOTFs, it may be the Commander of the 528th Special Operations Support Battalion, or the senior officer so designated from one of its subordinate units. The SUPCEN Director is charged with ensuring timely and responsive administrative, personnel management, and logistical support to ARSOTF operations. The SUPCEN Director works closely with the ARSOTF Director and the OPCEN S-4 cell. The SUPCEN Director tailors the SUPCEN organization to suit the situation and mission needs and coordinates with host nation, the Special Operations Theater Support Elements (SOTSEs), and other service units and agencies as required to leverage support that is beyond the ARSOTF's organic support capabilities.

The SUPCEN's basic functions include:

- Providing quartering and messing support to the ARSOTF.
- Supervision and coordination administration and personnel support to all assigned and attached support units, US civilian contractors and Host Nation contract support personnel.
- Supervision and coordination for the administrative and logistical requirements for entering the host nation, to include customs clearance, in-country processing through the Joint Personnel Center at port of embarkation, and in-transit lodgment

arrangements at the Aerial Port of Embarkation (APOE.) Additionally, it coordinates for shipment of weapons, ammunition, and rolling stock from the APOE or Sea Port of Embarkation (SPOE), and secure control of all movements and convoys incident to the arrival and establishment of the ARSOTF.

- The Reception, Staging, Onward Movement and Integration (RSOI) for arriving/departing ARSOTF personnel.
- The establishment of medical facilities, the establishment of plans and means for medical evacuation of sick and injured personnel, and coordination with service or host nation medical facilities for higher level care beyond the capability of that available at the ARSOTF location.
- Air and/or sea movement planning, to include personnel and cargo manifesting, load planning and shipment of hazardous materials.
- Re-supply planning and support to deployed ARSOTF units in the JSOA, to include aerial re-supply by parachute.
- Transportation planning, to include secure, low visibility movements and convoys, and support for all types of air and ground movements involving organic ARSOTF assets. Additionally, the SUPCEN coordinates for external transportation assets from the Army, other services, or host nation as required.
- Maintenance and repair of all ARSOTF equipment and vehicles, and coordination for evacuation of materiel for higher level maintenance.
- Coordination and support of all classes of supply, to include non-standard supply items, and local purchase. Additionally, the SUPCEN may coordinate for certain non-standard items that are peculiar to operations in an Unconventional Warfare environment, such as saddles and tack for horses, old ammunition types, etc.
- Maintenance of fuel and ammunitions storage sites.
- Providing rigger support for airborne operations and training.
- When applicable, providing SCUBA and small boat maintenance and repair in support of ARSOF maritime operations.
- Construction support to the ARSOTF, to include establishment and improvement of facilities, base defense apparatus, and training needs.
- Secure storage of ARSOTF equipment as required.
- Provide support to the OPCEN for the review and validation of administrative and logistical estimates and annexes for all ARSOTF operational plans.

- Serve as the focal point for contracting, processing and supervision of host nation support personnel.
- Assist the Base Defense Operations Center in meeting the administrative and logistical requirements for ARSOTF base defense.
- Management of morale and welfare services to the ARSOTF.

SUPCEN ORGANIZATION

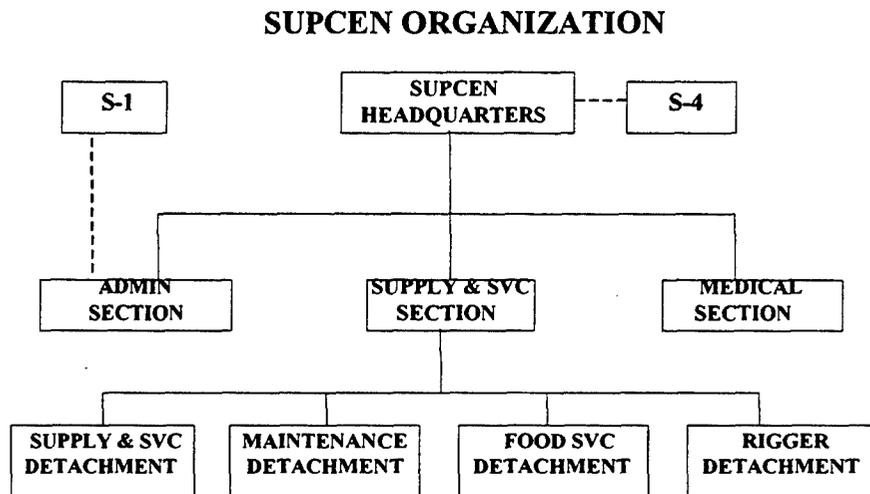


FIGURE 5 SUPCEN ORGANIZATION CHART

The SUPCEN consists of the following elements:

The SUPCEN Headquarters.¹⁸

Usually consists of the Support Center Director (Support Company Commander), and personnel (1st SGT, Training NCO, OPS NCO, ADMIN personnel, Armorer, and NBC NCO) from the Support Company Headquarters. The SUPCEN Headquarters oversees all aspects of ARSOTF support. It interfaces with the OPCEN to provide continuity of support to ARSOTF Operations, and with the BDOC to ensure support for ARSOTF force protection. It coordinates and provides for all administrative, logistical, and medical support to the ARSOTF and its deployed elements. Additionally, its duties include:

- The coordination of air support for training and operations with the OPCEN.
- Coordination for, and (if necessary) manufacture of, training aids in support of training by ARSOTF units.
- Providing specialized skills training for ARSOTF replacement personnel.

- Providing and operating a secure arms storage facility for maintenance and storage of weapons and armorer support for weapons repair.
- Providing and operating an NBC room for maintenance and storage of unissued NBC protective gear and detection equipment. The NBC NCO works closely with the BDOC to ensure the ARSOTF NBC defensive posture is properly planned, and provisions have been made for an offsite decontamination location. Additionally, he provides technical expertise for ARSOTF unit NBC training.

The Regimental or Group S-4¹⁹ is under the control of the OPCEN, not the SUPCEN. His duties are primarily concerned with the preparation of logistic estimates and annexes for all ARSOTF operational planning. However, he plays a key role in interfacing with the SUPCEN Headquarters to coordinate logistical plans and receive input for the logistical portions of orders and briefings. Additionally, he acts as a liaison between the OPCEN and the SUPCEN to coordinate and track support requirements for supported ARSOTF operational units.

Supply and Service Section.²⁰

Run by the Support Company Executive Officer, or other designated officer, the Supply and Services Section supervises and coordinates all aspects of combat service support (CSS) for the ARSOTF. It consists of:

SUPPLY AND SERVICES DETACHMENT.

Requisitions, stores, maintains and distributes Class II through X supplies, (minus Class VIII, maps, and communications and electronic repair parts.) Installs, operates and maintains (IOM) an ammunition supply point (ASP.) Maintains property accountability records. IOM a fuel storage site and maintains appropriate stockages of Class III and POL. Provides and/or coordinates for ARSOTF unit transportation requirements. Serves as the focal point for ARSOTF procurement of local supplies and services as required. Provides for laundry and bath services/facilities for the ARSOTF. Provides for the distribution (and, if necessary, production,) of potable water.

FOOD SERVICE DETACHMENT.

Provides food service for the ARSOTF. Coordinates for requisition and issue of rations for ARSOTF units deploying into the JSOA, and their Class I re-supply.

MAINTENANCE DETACHMENT.

Provides maintenance and repair (less communications and electronics) of all ARSOTF equipment and vehicles, and coordination for evacuation of materiel for higher level maintenance. IOM the ARSOTF power grid and maintains power generation equipment.

RIGGER/AIR DELIVERY DETACHMENT.

Maintains ARSOTF stock of personnel and cargo parachutes and air delivery supplies, to include receipt, storage, packing, and maintenance. Provides technical assistance and rigger support to personnel for all airborne operations. Provides technical assistance and assists in the preparation of aerial re-supply bundles of pre-packed supplies.

Administration Section.²¹

Consists of the Regimental (or Group) PAC and any special staff such as SJA, Chaplain, and Resource Management (Budget) personnel. Prepares personnel and/or administrative estimates and annexes for all ARSOTF operational planning. Prepares all personnel strength reports and maintains the system for ARSOTF personnel accountability and casualty reporting. Supervises the personnel management system to include the maintenance of personnel records and processing of personnel requests. Prepares personnel manifests for air movement of ARSOTF personnel. Processes all requests for awards, orders and the administrative requirements of disciplinary actions. Prepares orders for TDY, attachment, etc. for all ARSOTF personnel. Operates the ARSOTF Message Distribution Center and processes ARSOTF correspondence. Operates the ARSOTF Budget. Operates the unit mail system. In coordination with the OPCEN CI Cell, administratively controls the system for acquiring Host Nation contract personnel, to include system of hiring procedures, pay, and release. Provides legal advice to the commander and SJA support to ARSOTF personnel and supervises the management of courts and boards. Supervises and coordinates unit ministry activities for religious support, and all morale and welfare services for the ARSOTF.

The Regimental (or Group) S-1²² is under the control of the OPCEN, not the SUPCEN. His duties are primarily concerned with the preparation of administrative and personnel estimates and annexes for all ARSOTF operational planning. However, he plays a key role in interfacing with the SUPCEN Headquarters to coordinate personnel plans and receive input for the personnel portions of orders and briefings. Due to his traditional role as supervisor of the PAC, he works closely with the administrative section of the SUPCEN to ensure continuity of administrative and personnel support. Additionally, the S-1, by virtue of his "dual-hatted" role as

Regimental (or Group) Adjutant, is prepared to perform the additional Special Staff Officer duties of Inspector General, Public Affairs Officer, and Provost Marshall. In the latter case, he is responsible for providing temporary secure facilities for the confinement of personnel under UCMJ action as well as coordination for the processing and evacuation of prisoners of war and other detained persons and the processing of refugees. In these instances he works closely with the BDOC Commander who is in control of MP assets for base defense purposes.

Medical Section.²³

Consists of the Regimental (or Group) Surgeon, Physician's Assistant, Medical NCOs, and the Preventive Medicine Team, augmented as required by attached medical personnel. Is responsible for the establishment and operation of an aid station or, if capable, a level I or level II trauma treatment center. Provides for the care of sick and injured personnel and arranges for evacuation to centers for higher treatment. Coordinates for medical support to the ARSOTF and its deployed operational elements. Manages Class VIII supplies and controlled drugs. Provides preventive medicine and vector control for the ARSOTF base areas, and assures the quality of the water supply and overall health posture and cleanliness of mess and latrine areas. Prepares medical estimates and annexes for all ARSOTF operational plans, and JSOA medical intelligence to the S-2 and subordinate units for infiltration planning. Provides medical training to incoming personnel, including Host Nation and other coalition personnel as required. Additionally, should be prepared to provide medical support and veterinary services within the Host Nation and, if necessary, forward into the JSOA.

LOGISTIC SUPPORT TEAMS (LST).²⁴

Whenever the ARSOTF creates one or more satellite base sites, the SUPCEN provides Logistic Support Teams to provide service and support at each location. LSTs include a "slice" of maintenance, rigger, food service, medical, and other support personnel and equipment as required by mission needs. The greater the number of satellite locations, the more degradation to the ARSOTF's main base. In these cases the SUPCEN staff must plan for external augmentation accordingly.

CHAPTER 5 – ARSOTF SUBORDINATE COMMANDS

The following types of ARSOF units may be placed under the ARSOTF's operational control. Because these units vary in type, size, mission sets and capabilities, and levels of organic self support, the ARSOTF must be tailored to accommodate the unique requirements

for command and control, operational use and logistical support incipient to each. Although not operational units per se, the units of the Special Operational Support Command, and Theater Special Operational Support Elements are included here as they may be attached, or come under operational or administrative control, of the ARSOTF.

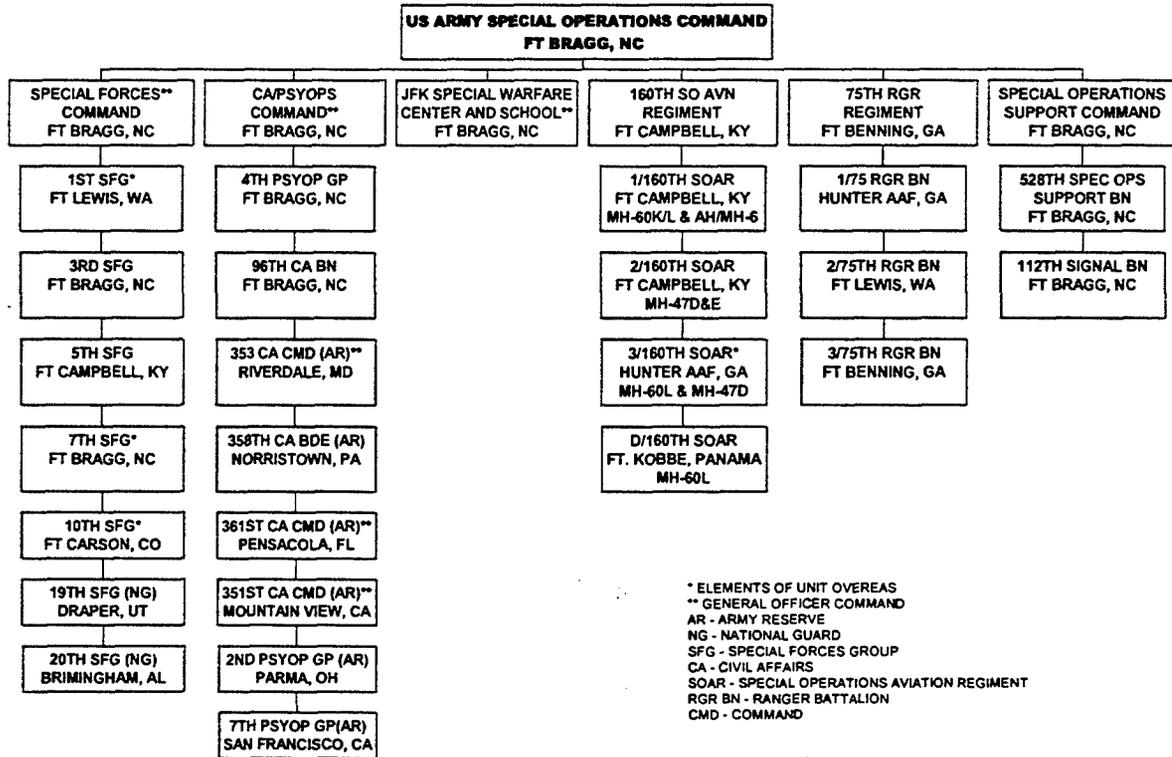


FIGURE 6 US ARMY SPECIAL OPERATIONS FORCES ORGANIZATION²⁵

US ARMY SPECIAL FORCES²⁶

Special Forces are organized into regionally oriented Groups (Regimental equivalent). Each Group consists of a Headquarters & Headquarters Company, a Group Support Company, and 3 line battalions. When deployed to the field, Special Forces Groups operate in a Special Forces Operational Base (SFOB) configuration, acting primarily as a C4I Headquarters to serve as an interface with the JSOTF in theater to coordinate Special Forces operations in the JSOA, while the battalions operate as Forward Operational Bases (FOBs), deployed throughout the JSOA to conduct operational SF missions. Each Battalion in turn has a Headquarters and Support Company, and three line companies consisting of 6 Operational Detachments Alpha (ODAs) each. When deployed to the field, the FOB assumes control of the ODAs and launches, controls, re-supplies and recovers them on unconventional warfare missions throughout the JSOA. The Companies' Headquarters may either be subsumed into the structure of the FOB,

be detached for service under ground army or corps headquarters as Special Operations Command and Control Elements (SOCCEs), or be forward deployed into the JSOA to operate as Advanced Operational Bases (AOBs) which serve as additional C2 nodes, Intermediate Staging Bases (ISBs), or Area Commands.

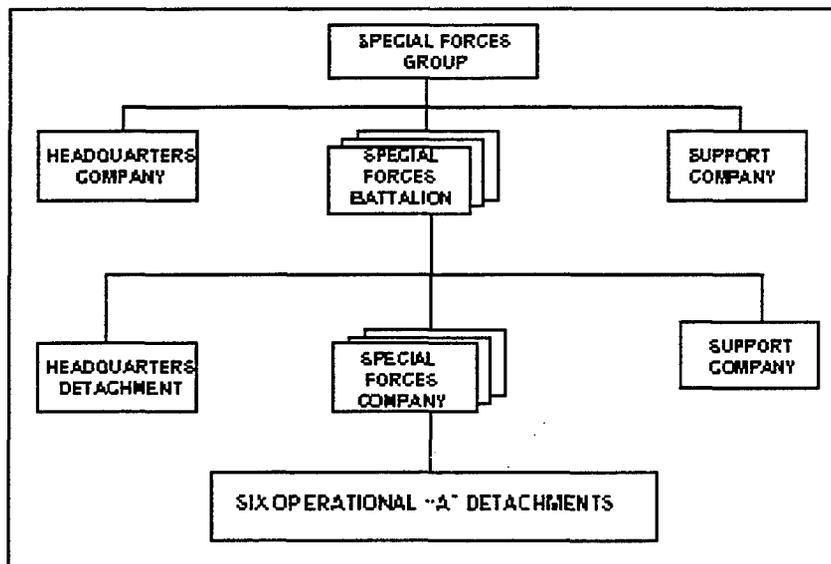


FIGURE 7 US ARMY SPECIAL FORCES GROUP ORGANIZATION²⁷

Special Forces units have 5 doctrinal missions: Unconventional Warfare (UW), Special Reconnaissance (SR), Direct Action (DA), Foreign Internal Defense (FID), and Combating Terrorism (CBT). Additionally, they can be required to perform collateral tasks such as coalition warfare support.

Special Forces units may form an integral part of a JSOTF or an ARSOTF. With proper augmentation, SF Groups can assume the role of a JSOTF in theater. Because Special Forces Groups and Battalions have a fair capacity for C4I, operational planning capability, and a self-supporting infrastructure, they make good candidates for forming the nucleus of an ARSOTF headquarters.

US ARMY RANGERS²⁸

The Ranger Regiment is an elite, highly trained, and extremely proficient light infantry force, capable of no-notice, rapid deployment from CONUS to anywhere in the world for

immediate combat employment upon arrival. Rangers are expert at forced entry operations and can serve as the spearhead to secure lodgments for follow on forces in the Joint Operational Area. Once in theater they are capable of infiltrating and exfiltrating by land, sea, and air for the conduct of direct action missions to include raids, the recovery of personnel and special equipment, or the conduct of conventional or special light-infantry operations.

"The flexibility of the Ranger Force requires it to perform under various command structures. The force can work unilaterally under a Corps, as a part of JSOTF, as an ARSOTF, or as an Army component in a JTF. Historically, it is common for the Ranger Force to conduct forced entry operations as part of a JSOTF, then become OPCON to a JTF to afford them the capability to conduct special operations/direct action missions."²⁹

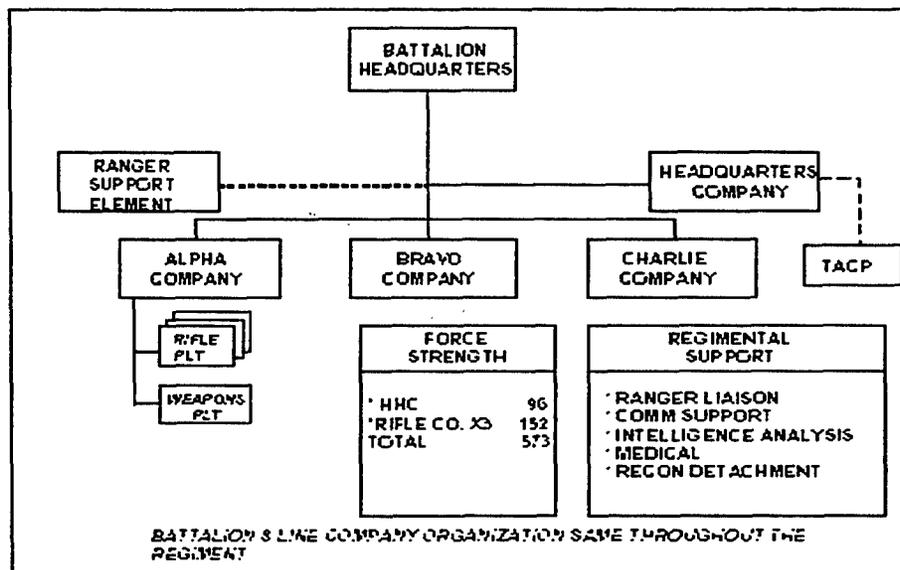


FIGURE 8 US ARMY RANGER BATTALION ORGANIZATION

"Ranger units have no organic combat support (CS) or combat service support (CSS) and deploy with only 5 days of supplies. There are no organic transportation assets. As a result of the lack of organic CSS, Ranger units require logistical and mission support from other services and/or agencies."³⁰ Accordingly, when Ranger units form the nucleus of an ARSOTF, or are incorporated into an ARSOTF, a CSS augmentation package is required and provisions must be made to provide for base infrastructure requirements and other facilities.

US ARMY SPECIAL OPERATIONS AVIATION³¹

“Army special operations aviation assets conduct specialized aviation operations in conjunction with other special operations forces. These operations include the use of dedicated aviation assets to:

- Insert, extract, and re-supply SOF.
- Conduct armed escort, reconnaissance, surveillance, and electronic warfare in support of SOF missions.
- Provide C3 for SOF elements.
- Provide general support aviation during peacetime and contingency operations.

The most frequent mission is clandestine penetration for the insertion, extraction, and re-supply of SOF by air.”³²

Army Special Operations Aviation units may form an integral part of an ARSOTF. Indeed, the ARSOTF itself might be formed around the nucleus of the 160th Special Operations Aviation Regiment or one of its Battalions. When incorporating ARSOF aviation units, special considerations for basing and access to maintenance and other facilities are called for. ARSOF aviation might be co-located with the ARSOTF, or be based separately at an airfield. When establishing basing for ARSOF aviation, planners must factor in the distance to the ARSOTF and projected Joint Special Operations Operating Areas, refueling and re-arming locations, and access to maintenance capabilities that are not self-contained. Additionally, decontamination sites must be planned for in the event aircraft must divert to a safe site for decontamination if exposed to chemical agents.

US ARMY PSYCHOLOGICAL OPERATIONS³³

“US Army PSYOP forces plan and execute the Joint Force Commander’s PSYOP activities at the strategic, operational, and tactical levels, support all special operations missions, and conduct PSYOP in support of consolidation missions. Specially trained units support enemy prisoner of war (EPW) missions. US Army PSYOP group and battalion headquarters are structured to provide command and control of subordinate units that conduct PSYOP missions.”³⁴

“The theater SOC integrates PSYOP support into joint SOF activities. Task-organized PSYOP detachments, from theater PSYOP forces, may be attached to the theater SOC for a specific period to provide dedicated support. PSYOP support provides SOF commanders and their indigenous counterparts the ability to motivate and mobilize crucial segments of the population to enhance the probability of mission success.”³⁵

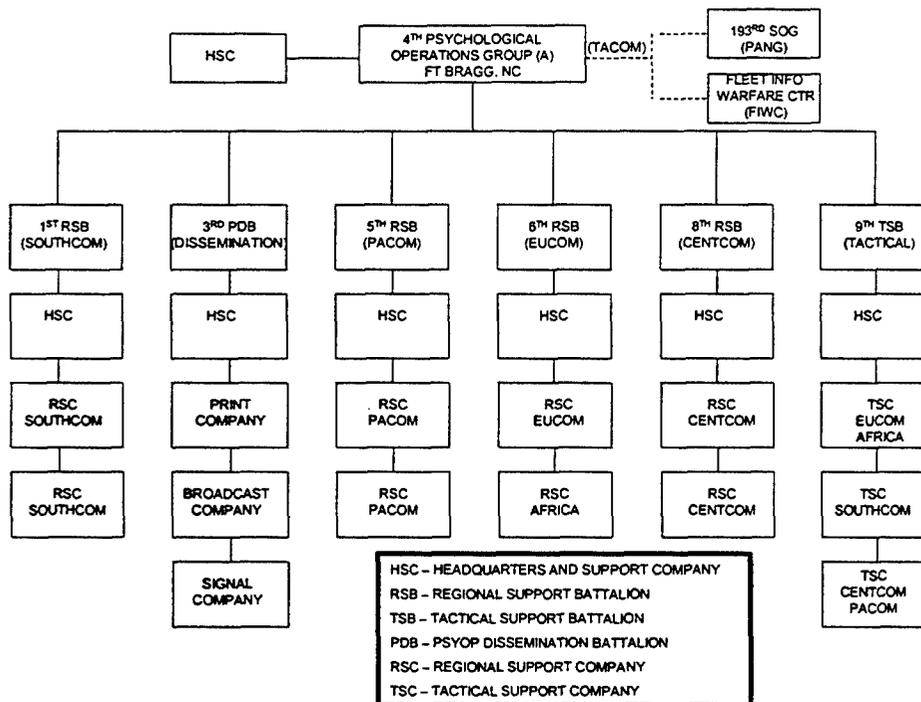


FIGURE 9 US ARMY PSYCHOLOGICAL OPERATIONS GROUP ORGANIZATION

Normally, Psychological Operations units are formed under a Joint Psychological Operations Task Force (JPOTF) in theater, and may be under operational control of the Theater Commander's J-3, the JTF Commander, the SOC, a JSOTF or an ARSOTF. Even if the JPOTF is not OPCON to an ARSOTF Commander, JPOTF elements might be based at the ARSOTF location and come under the ARSOTF in an "Administrative Control" (ADCON) relationship. In this case, the ARSOTF must plan and prepare for their logistical and administrative requirements. A unique consideration for the ARSOTF that may arise when PSYOP units are attached is that 74 percent of PSYOP units are from the Army reserve.³⁶ ARSOTF personnel planners must take into account the fact that the details of personnel management differ between the active and reserve components, and must plan accordingly.

ARMY CIVIL AFFAIRS³⁷

"Civil Affairs (CA) units are designed to provide support to both General Purpose and Special Operations forces at the tactical, operational, and strategic levels. Like PSYOP forces, The vast majority of Army CA forces are in the Reserve Component (RC).³⁸ The Army's Active Component (AC) CA unit (96th CA BN, Ft. Bragg, NC) is capable of rapidly deploying one of its five regionally aligned CA companies to meet an initial CA support requirement, with transition

to RC units beginning as soon as mobilization permits. The RC civil affairs units have functional specialties, with the unit's soldiers being assigned to functional teams. The functional specialties are:³⁹

Government Section.

Legal, public administration, public education, public health, and public safety.

Economic/Commerce Section.

Economic development, civilian supply, and food and agriculture.

Public Facilities Section.

Public communications, transportation, and public works and utilities.

Special Functions Section.

Cultural relations, civil information, dislocated civilians, emergency services, and environmental management.

There are 5 RC Civil Affairs Commands and, like Special Forces, they are regionally oriented to each of the respective Theater CINCs.⁴⁰ Civil Affairs Commands can field CA Brigades and/or Battalions that can be task organized as required to suit mission needs. There are 3 types of CA Battalions: General Support (GS), General Purpose (GP), and Foreign Internal Defense/Unconventional Warfare (FID/UW) Battalions.⁴¹

Normally, Civil Affairs units are task organized into a Combined Civil Military Operations Task Force (CMOTF) for employment in theater, and may be under operational control of the Theater Commander's J-4, the JTF Commander, the SOC, a JSOTF or an ARSOTF. Even if the CMOTF is not OPCON to an ARSOTF Commander, CMOTF elements might be based at the ARSOTF location and come under the ARSOTF in an "Administrative Control" (ADCON relationship,) as might other elements. Accordingly, the ARSOTF must plan and prepare for their logistical and administrative requirements. As mentioned, CA units, like PSYOP units, are largely found in the reserve component. Again, ARSOTF personnel planners must take this into account.

A typical GP CA BN is shown here.

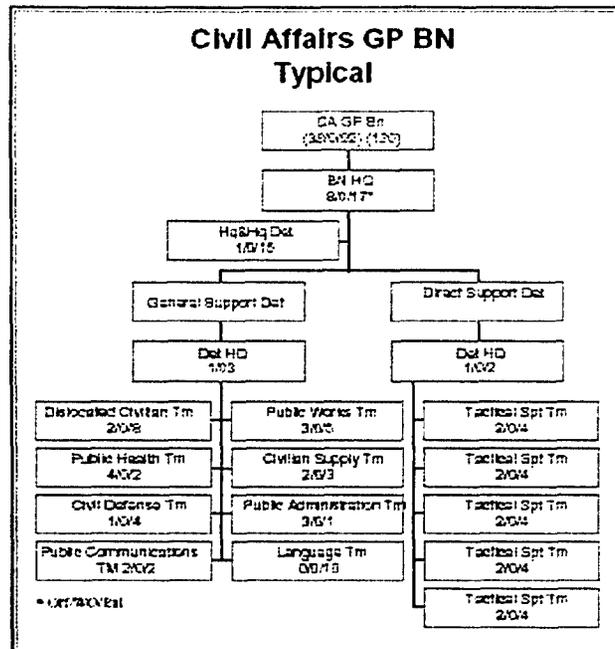


FIGURE 10 US ARMY CIVIL AFFAIRS BATTALION ORGANIZATION⁴²

SPECIAL OPERATIONS SUPPORT COMMAND (SOSCOM)

“SOSCOM is a Major Subordinate Command (MSC) of the United States Army Special Operations Command. SOSCOM is comprised of a headquarters staff, six forward deployed Special Operations Theater Support Elements (SOTSEs), the 528th Support Battalion, the 112th Signal Battalion, and the USASOC Material Management Center (MMC). The SOSCOM mission is to plan and coordinate with Theater Army (TA), SOSCOM, and ARSOF to assure combat service support (CSS), health service support (HSS), and signal support to ARSOF supporting the Warfighting CINCs during deliberate and crisis actions.”⁴³

Special Operations Theater Support Elements

“The SOTSE is the staff coordinator for ARSOF support requirements at the Army Service Component Command (ASCC). Embedded in the ASCC, the SOTSE staff has knowledge of the resources available to all other Army forces apportioned to the theater. Working with theater logisticians, the SOTSE can thereby identify requirements and plan for and coordinate ARSOF sustainment.”⁴⁴

528th Support Battalion

“The 528th Support Battalion’s mission is to provide rapidly deployable CSS and HSS to ARSOF as directed. The 528th Support Battalion’s strengths lie in its capability to support ARSOF-unique and low-density weapons and vehicles. The 528th complements [organic]

ARSOF CSS, HSS, and signal units. The support battalion consists of a headquarters and main support company (HMSC), three forward support companies (2 active and 1 reserve component) and may receive augmentation from Theater Army."⁴⁵

HMSC.

Capabilities include:⁴⁶

- Operate a Supply Support Activity (SSA) for Class II, IV, VII, and IX.
- Airdrop services to rig 80 personnel chutes daily and limited heavy drop rigging.
- Provide food service support to 500 personnel.
- Contract for services that provide payment for host nation supply, services, and facilities.
- Provide medical Level I and Level II care, with a 20 patient holding capability. Provide advanced trauma management, emergency dental, and limited preventive medicine and x-ray facilities.

FORWARD SUPPORT COMPANIES.

Capabilities include:⁴⁷

- Class I: Receive, store and issue 4.24 short tons (ST) daily.
- Provide food service to 500 personnel daily.
- Class III: Establish and operate FARES; capacity to store 50,000 gallons; receive and issue 30,000 gallons daily.
- Class II, IIIP, IV, VII, IX: Receive, store and issue up to 25 ST daily.
- Class V: Operate one ammunition transfer point, transload 20 ST daily.
- Water: Purify 24,00 gallons daily with limited distribution.
- Maintenance: Direct support (DS) maintenance on wheeled vehicles, small arms, power generators, and engineer equipment with limited recovery capability.
- Transportation: Movement control and Arrival/Departure Airfield Control Group (A/DACG). Ground transport of 200 personnel in one lift. Transport 8000 gallons of water in 500 gallon blivets.
- Base support services: Supervise establishment of base, maintain and operate base, with limited vertical engineer construction.
- Medical Service: Advanced trauma management, ground evacuation (8 personnel), limited preventative medicine, limited dental, limited lab; receive, store, and issue 2.25 ST of Class VIII.

Theater augmentation.

Provides:⁴⁸

- Mortuary services
- Laundry and bath services
- STAMIS integration
- Base security
- Strategic resupply
- Backup DS and GS maintenance

112th Signal Battalion⁴⁹

"The 112th Signal Battalion supports deployed joint and Army task force special operations. Capable of providing signal services to two theaters simultaneously, it ensures flexible communications among unified commanders, joint forces special operations component commands, each of the subordinate service SOF component commands, and other commands as directed. The Signal Battalion is made up of a Headquarters and Headquarters Company (HHC), and two special operations signal companies. The HHC consists of the battalion headquarters, and four special operations communications elements that are forward deployed in Panama, Germany, Korea, and Hawaii. Each Special Operations Signal Company engineers, installs, operates, and maintains two full signal centers, normally located at the JSOTF or ARSOTF headquarters. Each company consists of a company headquarters, joint special operations task force (JSOTF) platoon and a support platoon."⁵⁰

The JSOTF platoon consists of the following:⁵¹

- Platoon headquarters
- Two satellite communications (SATCOM) teams
- Four high frequency (HF) multi-channel sections
- Net radio interface (NRI) team
- Switchboard section
- Communications center team
- Technical control team
- Four special operations communications assemblage (SOCA) teams

The support platoons consist of a headquarters and the following teams:⁵²

- Four HF multi-channel teams
- Three SATCOM teams

- NRI team
- Communications center team
- Technical control team
- Three SOCA teams

“Signal elements draw their logistic support from the headquarters they are supporting. The Special Operations Signal Battalion provides motor and signal maintenance for their own systems. It can only provide organizational maintenance on vehicles and generators and up to direct support maintenance on signal equipment. The TA provides Army common repair parts on a non-reimbursable basis to SOF.”⁵³

Material Management Center (MMC)

“The MMC provides ARSOF with centralized and integrated material management of property, equipment, maintenance, logistic automation, and repair parts and supplies (less Class V and VII).”⁵⁴

CHAPTER 6 – ARSOTF FORCE PROTECTION

GENERAL

The fusion point within the ARSOTF for all matters pertaining to the physical protection of the ARSOTF and its subordinate elements, both at its principal base and satellite locations, is the Base Defense Operations Center (BDOC).⁵⁵ The BDOC Commander is usually the Regimental (or Group) Headquarters & Headquarters Company Commander (HHC), the Commander of a line company that is otherwise not engaged in other duties, or other officer as designated by the ARSOTF Commander. The BDOC Commander answers to the ARSOTF Director, and his entire focus is to coordinate the particulars of protecting the force; therefore, he must not be dual-hatted or assigned additional duties which dilute his focus on base defense. The BDOC must maintain continuous secure communications with supporting security forces, to include Host Nation forces, and directly controls the designated base response force. No one, to include the ARSOTF Commander, should at any time redirect base defense assets without first consulting the BDOC Commander. The BDOC works closely with the OPCEN to ensure appropriate threat levels and OPSEC measures are in place. Additionally, it works in concert with the Counter-Intelligence Cell and the Support Center to ensure proper screening of HN contract personnel, and all personnel entering and leaving the base areas.

Usually the ARSOTF will be located on or near a US or Host Nation military airfield or other facility, which could be expected to have general security measures already in place. The first step for BDOC planners is to cover the established security posture of the base, and make a comprehensive review of the threats in the area. The planners must take into account, but at the same time, not be wholly dependent on Host Nation security forces for this information. BDOC planners then develop security plans that allow for adequate force protection. Balance must be achieved between the development of a robust force protection apparatus featuring well-trained and prepared security forces and the creation of a situation where force protection actually degrades operational capability.

It is greatly preferred to create base defense security forces using US forces only, either from units organic to the ARSOTF or from dedicated external units such as the military police. However, it may be necessary, for political reasons or due to sheer manpower necessities, to create security forces from a combination of US, host nation, and/or coalition units. In this case, it is usually best to use organic US units for internal base security, and use host nation/coalition units or contracted personnel to provide external security.

ORGANIZATION

The BDOC is organized into a Command Cell, a Base Defense Planning Cell (BDPC), the Base Defense Operations Center and base security forces.

Command Cell.⁵⁶

Made up of the BDOC commander and NCOIC, (normally the HHC 1SG). The command cell is responsible, through the ARSOTF Director, to the ARSOTF Commander for the planning, organization and implementation of base defense plans and the control of security forces.

Planning Cell.⁵⁷

The BDPC is composed of the BDOC Commander, BDOC NCOIC, S2 NCOIC, CI NCOIC, and other key individuals whose duties involve some aspect of base defense. Usually made up of the HHC training section, it is responsible for the initial security assessments, pre-deployment site surveys, and creation of the base security plan. Although the bulk of the planning cell's work is completed with occupation of the base and the implementation of the original plan, it remains focused on continuously upgrading the plan. This includes accounting for changes to the physical layout of the ARSOTF, the addition of satellite sites, and expansion or contractions of the perimeter, etc.

Base Defense Operations Center (BDOC).⁵⁸

Composed of the BDOC Commander, BDOC NCOIC, and the remainder of the HHC staff, with augmentation as required. The BDOC coordinates all aspects of base defense planning and execution and directly controls the base security force. The BDOC ensures all security and reaction forces are "tied in" to a communications network with redundant back up signals to respond to any type of threat, to include ground attack, infiltration, enemy surveillance activity, air attack, indirect fire, sabotage, terrorism, and chemical or biological attack.

Base Security Forces.

Consist of the security force proper and response (or quick reaction forces) from US, host nation or coalition units. Responsible for the physical security of the base and its satellite locations. Controls all access points to the base and provides for perimeter defenses. The response force is on call in accordance with the various levels of required reaction times per the base defense plan. Its size, mobility and armament will vary dependent on the size and level of the threat.

BASE DEFENSE PLANNING AND PROCEDURES⁵⁹

Planning begins immediately upon notification of deployment. The planning cell participates in the PDSS, and defense preparations begin as soon as the Advance Party (ADVON) arrives. The planning cell coordinates with Host Nation, gathering a complete intelligence picture of the threat, and of all information pertaining to the site to include terrain sketches, maps and photographs. Coordination is effected with other US units, host nation, and coalition units to establish their roles in base security. (The Regional Security Office at the US Embassy and/or appropriate US authorities in the country are a valuable source of information in this regard.) The plan must be completed prior to the arrival of the ARSOTF main body.

The intent is for the main body to fall in on an already established security posture; therefore, access points, perimeter defenses, security forces and base defense communications should all be in place when the ARSOTF occupies the base. Access controls are established at all Entry Control Points (ECP), and at the entrances of the various centers within the base. Upon arrival of ARSOTF personnel, threat briefings and the particulars of the base defense plan are disseminated. As time allows, the physical defenses, perimeter berms, fighting positions, access barriers, etc., are built up. A key point, often overlooked, is the designation of an NBC decontamination site. This site should be at a safe distance from the base, with access to large amounts of water for decontamination procedures.

Base defense plans continue to be refined and improved throughout the ARSOTF's stay at the site. Plans should also include alternate ARSOTF sites in case there is a need to displace, and contingency routes for traffic in and out of the base to break up predictable patterns. Rehearsals and drills must be rigorously maintained and feature every possible contingency beginning with the most dangerous threat.

In the event the ARSOTF is forced to displace, all the plans and activities mentioned above are replicated at the new site. Additionally, the BDOC assumes primary responsibility for security of ARSOTF elements during the conduct of displacement, to include security activities during transit.

Base defense planning should include, at a minimum:

- The physical layout of base defenses, to include access and check points, the perimeter defense plan, weapons system and fire plans, with range cards.
- The base defense communications plan, with the appropriate alarms and signal systems used categorized by type of threat.
- Counterintelligence and countersurveillance plans. These feature active measures such as patrolling within and without the perimeter and randomly timed checks, and passive measures such as the use of IREMBASS, video cameras, and other electronic means.
- A comprehensive plan for Response Force actions, to include tactics, techniques, procedures, and training drills.
- Personnel manning from ARSOTF, HN, coalition, or other units to man and augment the security force, allowing for shift changes and personnel and unit rotations.
- Instructions for the duties and responsibilities of security personnel. This includes Rules of Engagement (ROE), reporting procedures, challenges and passwords, access badges, identification procedures, etc.
- Emergency destruct and evacuation plans, including those for sensitive and classified materials.

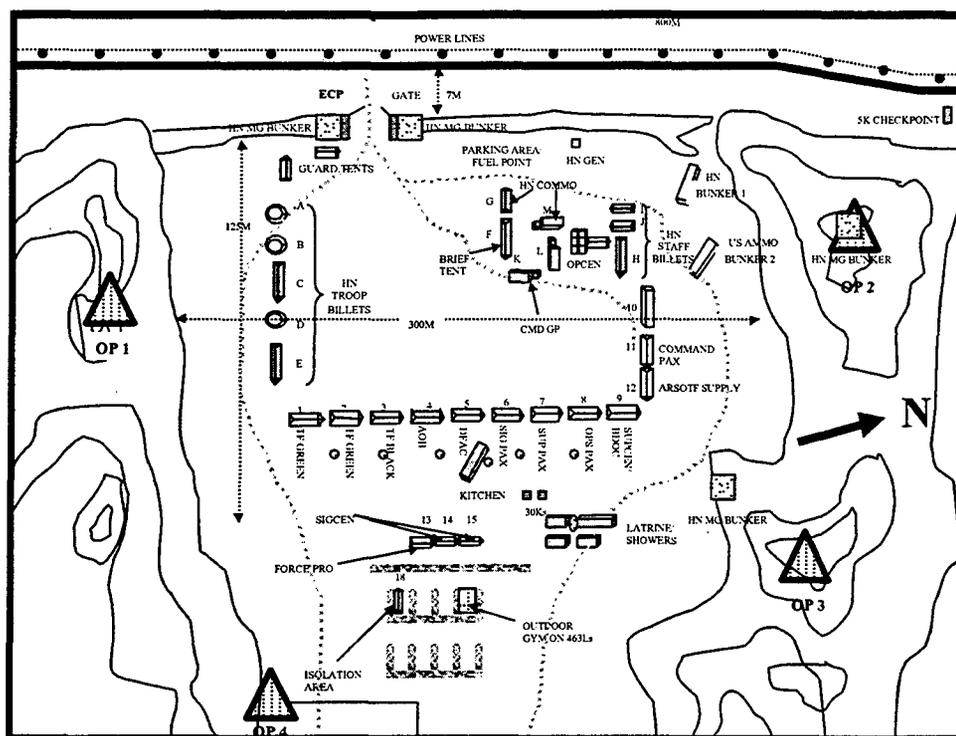


FIGURE 11 EXAMPLE OF AN ARSOTF BASE DEFENSE SCHEMATIC

CHAPTER 7 – CONSIDERATIONS FOR MULTINATIONAL ARSOTFS

Unique considerations must be taken into account when ARSOTFs operate with coalition SOF in a multinational configuration. Coalition SOF can be a tremendous force multiplier for the ARSOTF, providing increased access within the host nation the ARSOTF is based in in the AOR, as well as lending credibility to US efforts in a wartime campaign, MOOTW or peacetime engagement mission. Accordingly, a positive tone should be adopted concerning the addition of coalition SOF into the ARSOTF. To avoid problems, special planning and organization are called for when addressing issues such as:⁶⁰

*POLITICAL CONSIDERATIONS.

ARSOTF Commanders may need to accept that for certain political reasons, coalition SOF units may have to be apportioned missions or participate in combined missions with US Forces, even though such participation is not necessarily optimum for mission accomplishment from a US military standpoint. ARSOTF commanders must use sound judgment in determining whether the level of involvement enhances or detracts from the chances of mission success. In these instances, a risk assessment must be done on a case-by-case basis to determine the amount, if any, of the adverse impact on the force and mission in terms of increased risk and plan accordingly.

***MILITARY CAPABILITIES AND BACKGROUNDS.**

When planning multinational SOF missions ARSOTF Commanders and Staffs must take into account actual coalition SOF capabilities. Accordingly, among the first priorities is an objective assessment of each of the coalition SOF units. (See the following example.)

Exercise		- C/ARSOTF Evaluation of Coalition Forces		FOUO - U.S. ONLY	
EVENT MISSION	AFFILIATION TRAINING Fast Rope / CSAR / Demo Patrol Base / Camouflage Medical / NBC / Weapons Familiarization / Commo / Mounted Land Nav / Dismounted Land Nav	FTX			
		SR	DA	CSAR	Overall Competency
NOTE: 2 U.S. Advisors (SF or RGR) were with each Coalition element during both Affiliation and FTX training.					
Coalition SOF Unit # 1 EQUIP = 5	<ul style="list-style-type: none"> • Marksmanship - Good Equip, proficient w/ Browning Hi-Power, Good overall skills • Land Nav - Excellent Night Land Nav with GPS • Map / Compass Land Nav skills weak 	<ul style="list-style-type: none"> • Excellent plan and execution of mission. • Tactics, Techniques, and Procedures were on par with U.S. forces. • Logistics planning / execution was weak. 	<ul style="list-style-type: none"> • Individual tactics were adequate, collective tasks were poor. • No Squad leader leadership was shown during mission execution. • Most professional of any Coalition soldiers. 	<ul style="list-style-type: none"> • Good planning and execution. • SF elements well equipped and organized to carry out this mission. • SF elements are trained in the use of all their equipment and display mastery of it. 	<ul style="list-style-type: none"> • The SF force is an extremely well equipped, well disciplined force. • JCETs can be conducted with them on advanced subjects. • Ranger forces are substandard compared to their SF counterparts, but are still better than other Coalition Rangers.
Coalition SOF Unit # 2 EQUIP = 1	<ul style="list-style-type: none"> • Marksmanship skills and equipment extremely poor - Egyptian AK 47s fired with 8 Minute Of Angle (8 MOA) accuracy. • 1 out of every 4 rounds failed to fire. • Land Nav skills - groups varied in ability, about 50% of the soldiers trained could navigate. • Few GPS systems, most soldiers used Soviet style compasses. 	<ul style="list-style-type: none"> • Very poor optics - no long range optics, no thermal optics, no night vision optics. • Did a good job of planning, but not to U.S. standards. 	<ul style="list-style-type: none"> • Mission planning was poor and lacked a systematic approach. • Units made no effort to follow their plan during mission execution. • Individual, collective, and leadership skills were extremely poor, displaying a singular lack of tactical proficiency. 	<ul style="list-style-type: none"> • Excellent planning and execution. • Unit X had received prior training in CSAR during exercise last year. • No IR capability for signaling. • Their Air Force Helicopters required lighted Landing Zones and flew with white light spotlights on. • Their Air Force Helicopters and pilots are not Special Operations capable - cannot perform night formation flying. 	<ul style="list-style-type: none"> • SOF forces have very mixed capabilities based on the unit. • Equipment is generally poor in quality and limited in number. • Internal Officer politics within SOF is rampant and destructive. • Other Coalition SOF forces were extremely distrusting of the them and did not wish to work with them. • They continually tried to alter the schedule for political purposes.
Coalition SOF Unit # 3 EQUIP = 4	<ul style="list-style-type: none"> • Marksmanship - still need basic instruction in grouping. Their soldiers do not have assigned weapons. • Land Nav- SF groups relied on GPS equip solely. One platoon very good using map and compass. • Soldiers were regularly late to arrive for training. Groups were hot and cold - no continuity. 	Not Evaluated	<ul style="list-style-type: none"> • Tactical execution of their portion of the mission was poor, lacking tactical proficiency. • NCO leadership was absent during mission execution. • Unit displayed a lack of professionalism, as they deliberately acted against the other Coalition unit plans during the mission. 	<ul style="list-style-type: none"> • Soldiers were sometimes aggressive, sometimes not. • Equipment fielding was not complete, they could not use their GPS equipment during their mission. • This was their first exposure to CSAR training. 	<ul style="list-style-type: none"> • Their forces have different competency levels, but all are substandard. • Their forces exhibit a lack of motivation for self improvement. • The lack of professional NCOs is the largest contributing factor to their substandard competency.
Coalition SOF Unit # 4 EQUIP = 3	<ul style="list-style-type: none"> • Marksmanship - preferred firing on full automatic fire. • Land Nav - relied solely on GPS equipment with no use of map and compass. 	<ul style="list-style-type: none"> • Very sound tactical plan. • All men were equipped with secure handheld radios. Men had access to and used basic observation devices (binoculars) and Night Vision devices. • Men exhibited very poor tactics and tactical discipline, especially at night. 	<ul style="list-style-type: none"> • Excellent plan and brief; both were to Ranger School standard. • Made no attempt to follow the plan during actual mission execution. • Soldiers displayed motivation, but exhibited tactical proficiency only slightly better than some of the other Coalition units. 	Not Evaluated	<ul style="list-style-type: none"> • Men were thrill seekers who preferred exciting operations such as HALO or water infiltration over more tactical but less exciting methods of infiltration. • All soldiers are extremely aggressive, which led to lapses in tactical discipline during less exciting phases of their missions. • Aggressive posturing masks overall tactical weakness and incompetence.
EQUIPMENT RATING = HIGHER NUMBER IS BETTER, A 5 WOULD BE U.S. STANDARD. NOTE: ALL DA MISSIONS WERE CONDUCTED BY COALITION RANGERS, ALL CSAR AND SR MISSIONS WERE CONDUCTED BY COALITION SPECIAL FORCES UNITS.					

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FIGURE 12 EXAMPLE OF A COALITION SOF UNIT ASSESSMENT⁶¹

Special care should be taken to be realistic, as well as politically and culturally aware, when handling the information in this assessment. Several of the prospective coalition partners with which the US will work (e.g. Britain, France, Australia) are capable of fielding SOF units that meet or exceed US standards for selected missions. However, some coalition SOF units

may not have the level of training, quality of weapons systems, or requisite level of technology to be on a par with US ARSOF. There may be a tendency in such units, due to reasons of national military pride or politics, to advertise a higher level of prowess and a more robust capability than they actually have. US ARSOF Commanders should use a maximum of tact, cultural awareness and diplomatic understanding when apportioning missions to coalition SOF partners. Bottom line: "Don't confuse enthusiasm with capability."⁶²

*LANGUAGE BARRIERS.

A key consideration for ARSOTF planners is the availability of translators to achieve continuity of operations and planning involving different languages. Care should be taken by planners to avoid US-only jargon and idioms that do not translate to coalition partners.

*CULTURAL BACKGROUNDS.

Special care should be taken to be culturally aware of the nuances of language, religious beliefs and practices, habits, etc., of coalition partners. Of special note are those instances where coalition members themselves are at odds with other coalition members within the ARSOTF itself. A good deal of thought must be given to the physical layout of the ARSOTF camp here. Allowances for rank, places of honor, etc. become important considerations.

*EQUIPMENT CAPABILITIES AND INTEROPERABILITY.

ARSOTF planners must take care to assess Coalition SOF equipment and make allowances for interoperability issues prior to mission execution. Interoperability concerns include, but are not limited to, capabilities of weapons systems and calibers of ammunition, radios (especially secure communications), vehicular transport capacities and maintenance. Of special note should be the specifications of coalition major end items when load planning for movement by air. Invariably equipment interoperability issues, especially those involving communications, require that US equipment, and the personnel to operate it, are placed in liaison to coalition SOF units. As ARSOTFs have a finite amount of equipment available, and must plan on sufficient stocks for replacement sets and emergency re-supply, the amount of equipment needed to ensure interoperability may adversely effect the ability of US Forces to operate.

*LOGISTIC SUPPORT SYSTEM COORDINATION.

ARSOTF planners must address the unique food and other sustenance item requirements that may be unique to coalition partners. Logistic concerns include, but are not limited to, types of fuel and other petroleum products, batteries, supplies and PLL.

COMMAND AND CONTROL.

There may be unique military, legal, political and cultural considerations involved with how coalition SOF units are placed under ARSOF command and control. Several possible configurations include.⁶³

- Lead Nation option. Places Coalition SOF under the operational control of the ARSOTF.
- Parallel option. ARSOTF is stand-alone but operates in concert with coalition SOF under the designated force commander.
- Regional alliance option. There is already a standing agreement on the C2 structure (e.g. – NATO) that must be used.

LIAISON (LNO) REQUIREMENTS.

The use of LNOs is one of the most effective means of insuring connectivity and avoiding interoperability problems with coalition units. ARSOTF commanders must be prepared to field LNOs/LNO teams and equipment (especially communications gear) when working with coalition units. The number of personnel available to the ARSOTF for LNO support is likely to be limited. Accordingly, ARSOTF staff planners should identify early on the augmentation requirements to fulfill these functions. Care must be taken to ensure LNOs have the requisite rank, authority and communicative and language skills to be effective. Additionally, the ARSOTF must also be prepared to accept LNOs from its coalition partners at the ARSOTF Headquarters, and/or with its component units. Care must be taken in this instance to ensure OPSEC through proper compartmentalization of staff elements. This requirement will directly impact on physical layout of the ARSOTF Headquarters, to include locations of restricted areas, access to communications, as well as billeting and messing requirements.

OPSEC.

Underlying all coordination, planning and mission execution involving coalition SOF partners is the protection and compartmentalization of US only classified information. This is a major concern for ARSOTF Commanders.

CONCLUSION

The current and future volatile, uncertain, complex, and ambiguous world environment will challenge the United States and "mandate that the Army have a rapid, decisive capability to respond across the full spectrum of operations."⁶⁴ It is certain that Army Special Operations Forces will be called upon to play a prominent role is deploying around the world to assure our

allies, deter aggression, diffuse the conditions that generate conflict and, when necessary, conduct combat operations in support of American interests. To best achieve unity of command, synergy and economy of force, it is prudent to ensure that ARSOF are employed as part of a coherent and flexible command structure that can be tailored to best organize for mission requirements. The establishment of an Army Special Operations Task Force in theater is the first step for ensuring success when Army Special Operations Forces are deployed in combination during peacetime engagement, MOOTW or war.

Word count = 9,244

ENDNOTES

¹ U.S. Department of the Army, Field Manual 100-25, Doctrine for Army Special Operations Forces (Washington, D.C.: U.S. Department of the Army, 1999), 4-29.

² Dennis C. Blair, Joint Pub 3-05, Doctrine for Joint Special Operations (Washington, D.C.: Office of the Chairman of the Joint Chiefs of Staff, 1998), III-4.

³ Ibid., III-4.

⁴ Ibid., III-1 – III-5.

⁵ Ibid., III-3.

⁶ Joint Special Operations Forces Institute, Special Operations Forces Reference Manual (Cubic Applications, Inc., Fayetteville, NC, 1998), 2-11.

⁷ 2nd Battalion, 5th Special Forces Group (Airborne), Forward Operating Base Standard Operating Procedures (Headquarters, 2nd Battalion 5th Special Forces Group, FT Campbell, KY, 27 September 1999), A-1. There is currently no standard organizational template for an ARSOTF. For the purpose of this SRP, the generic organization for a Special Forces unit in the field will be used. This organization best suits the needs for an ARSOTF structure by virtue of its flexibility. Any existing Regimental, Group or Battalion Army SOF unit can be adapted to its particulars.

⁸ Ibid., A-1 – A-3.

⁹ Ibid., B-1 – B-3.

¹⁰ Ibid., B-2-1 – B-2-3.

¹¹ Ibid., B-1-2 – B-1-7.

¹² Ibid., B-1-8 – B-1-9.

¹³ Ibid., B-2-8.

¹⁴ Ibid., E-1 – E-14.

¹⁵ Ibid., D-1.

¹⁶ Ibid., D-1-1 – D-1-2. This task list is replicated almost in its entirety from the FOB SOP document, and is adapted as needed for ARSOTF C2 needs. When the ARSOTF is augmented with packages from the Joint Communications Support Element (JCSE) or the 112th Signal Battalion, the additional capabilities these units bring causes the SIGCEN task list to increase accordingly.

¹⁷ Ibid., C-1 – C-9.

- ¹⁸ Ibid., C-5.
- ¹⁹ Ibid., C-3 – C-4.
- ²⁰ Ibid., C-2, C- 4 – C-9.
- ²¹ Ibid., C-3-1 – C-3-3.
- ²² Ibid., C-3-1 – C-3-2.
- ²³ Ibid., C-4-1.
- ²⁴ Ibid., C-5-1 – C-5-2.
- ²⁵ Joint Special Operations Forces Institute, 3-2.
- ²⁶ Ibid., 3-8 – 3-17.
- ²⁷ Ibid., 3-11.
- ²⁸ Ibid., 3-3 – 3-7.
- ²⁹ Ibid., 3-5.
- ³⁰ Ibid., 3-5.
- ³¹ Ibid., 3-18 – 3-34.
- ³² Ibid., 3-18 – 3-19.
- ³³ Ibid., 3-35 – 3-36, 3-40 – 3-43.
- ³⁴ Ibid., 3-34.
- ³⁵ Ibid.
- ³⁶ Ibid., 3-41.
- ³⁷ Ibid., 3-36 – 3-39.
- ³⁸ Ibid., 3-38.
- ³⁹ Ibid., 3-39 – 3-40.
- ⁴⁰ Ibid., 3-39.
- ⁴¹ Ibid., 3-40.

⁴² Ibid.

⁴³ Ibid., 3-42.

⁴⁴ Ibid.

⁴⁵ Ibid.

⁴⁶ Ibid.

⁴⁷ Ibid., 3-42 – 3-43.

⁴⁸ Ibid., 3-43.

⁴⁹ Ibid., 3-43 – 3-44.

⁵⁰ Ibid., 3-43.

⁵¹ Ibid., 3-44.

⁵² Ibid.

⁵³ Ibid.

⁵⁴ Ibid.

⁵⁵ 2nd Battalion, 5th Special Forces Group (Airborne), F-1 – F-3.

⁵⁶ Ibid., F-1.

⁵⁷ Ibid., F-3.

⁵⁸ Ibid.

⁵⁹ Ibid., F-2 – F-3

⁶⁰ John M. Shalikashvili, Joint Pub 3-07, Joint Doctrine for Military Operations Other than War (Washington, D.C.: Office of the Chairman of the Joint Chiefs of Staff, 1995), IV-1. Of the consideration topics listed, those highlighted with an asterisk (*) are taken directly from the Joint Pub.

⁶¹ Al Greishaber, "Exercise BRIGHT STAR Coalition SOF Assessment Brief," briefing slides with scripted commentary, FT Campbell, KY, 5 November 1999. This slide has been modified to a generic format and specific references and comments concerning the actual coalition units involved have been removed.

⁶² Peter J. Schoomaker, "USSOCOM Command Brief" for the US Army Special Forces Command (Airborne) Commander's Conference," briefing slides with scripted commentary, Fort Carson Colorado, 29 January 1999.

⁶³ John M. Shalikashvili, Joint Pub 3-07, Joint Doctrine for Military Operations Other than War, IV-5.

⁶⁴ Department of the Army, United States Army Transformation Campaign Plan (Washington, D.C.: Headquarters, U.S. Department of the Army, 10 April 2001), 2.

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